
STRATEGIC PLAN 2010 - 2013

Implementation Schedule

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) identified and revised in 2007 are still the prevalent issues. During January—September of 2010, the State Director and contractor started updating the section for the state's economic development environment and business statistics. The State Director conducted Stakeholder Surveys over the Internet in October 2010 which includes a Host Institution Survey, Stakeholder Survey, and Staff Surveys. The strategic planning process is continually under development and reviewed and discussed at quarterly meetings.

Strategic Planning Committees were formed in February 2008 and continue to be the operational tool for review and strategic planning objectives. The Committees were charged with working through issues of funding, service delivery system structure, marketing, and professional development. At each quarterly network meeting since February 2008, the network has discussed suggested changes to the plan.

VISION

The Montana Small Business Development Center Network is to be the most highly recommended source of results-driven business assistance in the state and a major contributor to sustaining a healthy, growing, and globally competitive small business sector in Montana.

MISSION

To guide existing and start-up businesses toward profitability in order to create jobs and economic prosperity in Montana.

GOALS

- Goal 1.0 Maintain ASBDC Accreditation Status**
- Goal 2.0 Increase Stakeholder Support for Program**
- Goal 3.0 Increase Client Satisfaction and Small Business Success**
- Goal 4.0 Improve Employee Satisfaction and Performance**

Strategic Plan Implementation

Short and Long-Range Strategies 2011-2013

Goal 1.0 Maintain ASBDC Accreditation Status

In recognition of the volume of information and years of collective experience which are represented by the high standards set forth by the Association of Small Business Development Centers, the Montana SBDC strives to meet and exceed the standards to assure professionalism, credibility and success.

Strategy 1.1 Improve Lead Center Leadership and Network Communication

Action:	Who:	Timeline/Completion:
1. Continue to actively engage network strategic planning committees on network issues	Lead Center	1/10—12/11
2. Provide leadership that is positive, clear, motivating and engaging	State SBDC Director / Associate Director	1/11—12/11

Strategy 1.2 Continue to improve results of SBA biennial financial examinations

Action:	Who:	Timeline/Completion:
1. Continue to develop network financial expertise through expanded lead center oversight and Lead Center trainings at quarterly meetings	Lead Center /SBA / BSEDA CFO	1/10 - 12/11
2. Conduct financial management training with host fiscal managers by phone or in person	Lead Center	1/11 - 12/11

Strategy 1.3 Design MTSBDC statewide service delivery and funding allocation system that aligns with current resources

Action:	Who:	Timeline/Completion:
1. Prepare for Accreditation Review in Fall 2011	Lead Center / Strategic Planning Committee	1/10 - 9/11

Strategy 1.4 Maintain a relevant Strategic Plan

Action:

Who:

Timeline/Completion:

1. Contribute action items to the Strategic Plan through strategic planning committees at every Network quarterly meeting. Committees provide review and feedback to Lead Center (Long Range)	Lead Center	01/11—12/12 On-going
2. Initiate and distribute on-line stakeholder surveys and compile results		Completed 10/10
3. Update strategic plan data and implementation schedule		Completed 10/10

Goal 2.0 Increase Stakeholder support for Program

Create a stronger presence and increase the number and level of enthusiasm of stakeholder support for SBDC Sub Centers and Lead Office within the State by emphasizing the effectiveness and availability of the program.

Strategy 2.1 Continue to improve communications with Host Agencies

Action:

Who:

Timeline/Completion:

1. Meet with local legislators 1:1 to highlight client success stories in their regions—see state marketing plan.	Lead center	Completed 12/10
2. Rotunda session— Jan 2011	Host/Sub-centers	Completed Jan 2011
2. Email quarterly performance outcomes to Stakeholders using Constant Contact	Lead Center	Completed, On-going

Strategy 2.2 Increase Visibility of SBDC Services to Stakeholders

1. Develop statewide Market Analysis	Lead Center/ Contractor / Rebecca Engum	2/10—12/11
2. Develop, revise, and implement Marketing Plan in order to communicate clear and consistent messages to target market groups	Marketing Committee	6/11 - 12/11
3. Compose and distribute to stakeholders a Constant Contact E-Newsletter that conveys accomplishments under department director's signature.	Lead Center	Completed On-going
4. Sponsor and plan for statewide Business Conference in 2011 and 2012	Conference Committee / Rebecca Helvik / Marketing Committee	Completed 4/11 On-going
5. Recognize SBDC State Star at annual Small Biz Week Awards Luncheon	Lead Center	6/11
6. Improve distribution to stakeholders of annual Chrisman Economic Impact Report results	Lead Center / Marketing Committee	Completed 02/10, On-going
7. Work with MDOC CEIC to develop a state economic impact survey that replaces Chrisman	Lead Center (Long Range)	1/11—12/11

Strategy 2.2 Increase Visibility of SBDC Services to Stakeholders (continued)

Action:	Who:	Timeline/Completion:
7. Post ASBDC Accreditation logo on SBDC Lead Center web site and sub-center websites	Lead Center / Sub-centers	6/10—6/11
8. Create new SBDC network website that is more interactive and user friendly	Network / Lead Center / Marketing Committee / Dan Anderson	On-going 1/11—12/11
9. Develop links to social media (Long Range)		
10. Develop template letter to Legislators re: SBDC advocacy for 2011 Session	Funding Committee	Not Pursued 8/10
11. Add Bresnan video clip to SBDC website	Lead Center / Marketing Committee	12/11

Strategy 2.3 Find an additional statewide funding partner

Action:	Who:	Timeline/Completion:
1. Recruit 2 business owners to SBDC Advisory Board	Lead Center / Funding Committee	08/09-5/11
2. Continue partnership with Optimum through 2011		12/2011
3. Determine Funding shortfall-Identify Organizations to become financial partners		1/11-12/2011

The vision of the MT Small Business Development centers is "Guide Montana businesses to success". In the spirit of that vision, provide a high level of unified effort through support, efficiency, technology and education.

1. Continue to vet professional development opportunities and new tools that will be helpful to enable client success	Network / Professional Development	1/10—12/10
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Goal 3.0 Increase Client Satisfaction and Small Business Success**Strategy 3.1 Target assistance to high-value clients**

Action:	Who:	Timeline/Completion:
1. Compile and record on SharePoint a list of tools and templates that can be distributed to new Business Advisors	Network Professional Development Committee	12/11
2. Review and Revise 2011 Contract and Exhibits as needed	Lead Center / Contract Committee	11/2010
3. Review and revise Request for Reimbursement process as needed	Lead Center / Contract Committee	Completed 12/11
4. Review/revise WebCats reporting in conjunction with Outreach Systems Upgrades	Lead Center / Network / Professional Development Committee	Completed 3/10

Strategy 3.3 Enhance innovation and technology business assistance

Action:	Who:	Timeline/Completion:
1. Continue to build stronger partnership between SBDC and MTIP through various activities	Lead Center/Marketing Committee	12/2010 Grant Application
2. Develop and conduct Technology Business Counseling workshops	MTIP Program / Lead Center	Completed 6/10 On-going
3. SBDC Business Advisors need to view tech-based ED webinars		1/11—12/11

Strategy 3.4 Focus on training workshops for government contracting

Action:	Who:	Timeline/Completion:
1. Work with the SBA District Office to offer more training opportunities to prepare businesses for contracting with the federal government	Marketing Committee / Lead Center	1/2011—12/2011
2. Continue to enhance the SBDC relationship with the DBE and PTAC programs	Marketing Committee / Lead Center	1/2011—12/2011

Strategy 3.5: Focus on training workshops for SBA lending programs

Action:	Who:	Timeline/Completion:
1. Work with SBA District Office to schedule regularly occurring Webinars through Ready Talk and/or information distribution on SBA lending programs to provide continuing education to SBDC Sub Centers Reduce client wait time at high-demand, high activity centers	Lead Center / Marketing Committee	1/2011—12/2011 1/2011—12/2011

Strategy 3.6 Reduce client wait time at high demand, high activity centers

Action:	Who:	Timeline/Completion:
Develop a delivery system that will: Reduce turnover Provide a career ladder Enhance Business Advisor pay Reduce administrative burden at Center level Ease client wait-time Maintain same level of counseling capacity statewide Ease oversight burden at Lead Center Select hosts that align to SBDC mission (Long Range)	Lead Center / SBDC Advisory Board / Leadership Committee / Structure Committee	1/10—12/13

Goal 4.0 Improve Employee Satisfaction and Performance

The foundation of the SBDC program in Montana is the staff that administers the program and meets the clients therefore helping businesses to succeed. Emphasis placed on employee satisfaction fosters

Strategy 4.1 Continue to improve communications with Lead Center

Action: Who: Timeline/Completion

1. Continue to work through network issues with strategic planning committees at quarterly meetings	Lead Center / Committees	On-going
2. Create a rewards/recognition system for exemplary performance	Lead Center / Host	1/11—12/13
3. Revisit issue of counselor certification and Certified Business Advisor (CBA).	All Centers / Lead Center/ Professional Development Committee	1/11—12/11

Strategy 4.2 Free up counselors to spend more time with clients and less time reporting

Action: Who: Timeline/Completion:

Continue to streamline administrative and reporting activities as mentioned under 3.2 and 1.2	Lead Center / Contract Committee / Network	On-going

Strategy 4.3 Continue to create opportunities to promote learning and share successes

Action: Who: Timeline/Completion

1. Assist other Centers by sharing areas of expertise statewide. Update counselor expertise matrix.	All Centers	1/11 - 12/11 On-going
2. Continue to explore uses of technology that will promote web-based learning, counseling and training by taking advantage of immediate opportunities	Professional Development Committee / Lead Center	On-going
3. Continue to use network committees to provide review and feedback to network operations and take advantage of immediate opportunities	All Committees / Lead Center	On-going
4. Continue to provide at least 2 hours of best practices sharing at every quarterly meeting	Professional Development Committee / Lead Center	1/11—12/11 On-going

Strategy 4.4 Reduce client wait time at high demand, high activity centers (Long Range)

Strategy 4.5 Create an SBDC network environment that places a high value on SBDC personnel as manifested in increased compensation, career advancement, and host agency recognition (Long Range)